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ABSTRACT

This report describes the activities of the Council of Independent Colleges (CIC) in 2001-2002. In that year, the CIC focused on implementing new programs, services, and initiatives based on the challenges identified in the previous year during the intensive strategic planning effort. Highlights for the year include: (1) new assistance to institutional leaders; (2) a first-ever post-President's Institute workshop on comprehensive fundraising campaigns; (3) a new series of regional workshops to explore the challenges of department leadership in small and mid-sized institutions; (4) a partnership with the Golder Lehrman Institute of American History to offer CIC members a seminar on slavery studies; (5) a cooperative initiative with the Foundation for Independent Higher Education to establish multi-institutional faculty development; (6) a workshop as part of an initiative to strengthen the contributions of libraries to teaching and learning; and (7) a grant from the Getty Grant Program to support a survey of historic architecture and design on the campuses of independent colleges and universities. In 2001-2002, membership reached a new high of 494 institutional members, 45 affiliate members, and 8 international members. (SLD)

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THE COUNCIL OF INDEPENDENT COLLEGES

ANNUAL REPORT 2001-2002

Addressing Strategic Challenges

2

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The Council of Independent Colleges is an association of independent colleges and universities working together to:

- *support college leadership,*
- *advance institutional excellence, and*
- *enhance private higher education's contributions to society.*

To fulfill its mission, CIC provides ideas, resources, and services that assist institutions in improving leadership expertise, educational programs, administrative and financial performance, and institutional visibility.

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Table of Contents

Message From the Chair	1
Message From the President	2
Strategic Planning Initiative	3
Conferences and Other Events	4
Competitive Grant Programs	7
Information and Services to Institutions	10
Technical Assistance to Funders and Other Organizations	12
Additional Programs and Initiatives	13
Communications	14
CIC Awardees 2001-2002	16
Resource Development	17
Financial Statement	18
Board of Directors	19
Task Forces	21
College and University Members	24
Affiliate Members	29
CIC Staff	30
CIC Advisors	31
Connecting with CIC	32

Message from the Chair

I am pleased to be serving in my first year as chair of the CIC Board of Directors, a year that has focused on implementing new programs, services, and initiatives based on the challenges we identified last year during the intensive strategic planning effort. I want to thank my predecessor as chair, Margaret McKenna, for her excellent work in helping the Council chart a new course.

The first steps in implementing the strategic plan involved a special Board of Directors meeting in November 2001 to finalize the results of the initiative, and the presentation of a report to the CIC membership in January 2002 that outlined key future strategies for CIC. The Board met in January and June 2002 to outline a series of programs and activities for CIC to undertake based on the report. We are excited about these new initiatives, many of which will be discussed in this annual report.

The Board is also pleased that membership in CIC continues to grow steadily, and that many of the Council's major meetings in the past year have drawn record-breaking attendance—even in the wake of September 11.

With substantial successes in securing new foundation-funded program grants, CIC has launched several new initiatives this year, including Presidential Forums, a history seminar for CIC faculty members, a workshop series for department leadership, a historic campus architecture project, a project on the transformation of the college library, a service to assist private college leaders in making decisions about purchasing and using information technologies, and a series of state-level workshops to assist faculty members make more effective use of digital tools in their teaching.

These and the Council's many other successes that will be highlighted in these pages are testament to the vitality and strength of CIC. On behalf of the Board, I commend Richard Ekman's remarkable leadership and the staff's energy and enthusiasm, and commitment to support independent colleges and universities in important and meaningful ways.

Sincerely,

Richard A Detweiler

Richard Detweiler
President, Hartwick College
Chair, CIC Board of Directors

Message from the President

Completion of the first phase of CIC's strategic planning initiative and the report to the membership in January 2002 about the challenges facing CIC and independent higher education was an important step. Now my staff colleagues and I are in the midst of the second phase, focused on programs and services—continuing and new—that address the major challenges facing independent colleges and universities (see page 3 for details).

The 2001-02 year has been an extremely productive period for CIC. In the past year the Council launched several new programs and services. Many thanks to CIC members, the Board of Directors, sponsors and funders, and staff colleagues who contributed to these successes.

Highlights for the year, which are described in the following pages, include:

- New assistance to institutional leaders, including Presidential Forums, a Panel of Presidential Consultants, and expanded travel grants to support attendance at the Presidents Institute and the Institute for Chief Academic Officers.
- A first-ever, post-Presidents Institute workshop on comprehensive fundraising campaigns.
- A new series of regional workshops to explore the distinctive challenges of department leadership in small and mid-sized independent institutions.
- A partnership with the Gilder Lehrman Institute of American History to offer CIC faculty members a seminar in June entitled "The Slavery Debates: Problems in Slavery Studies Today."
- A cooperative initiative with the Foundation for Independent Higher Education that enables state foundations of independent institutions to establish multi-institutional faculty development programs in the use of information technologies.
- A workshop for chief academic officers, library directors, and information technology directors as part of an initiative to strengthen the contribution of libraries to teaching and learning.
- A grant from the Getty Grant Program to support a survey of historic architecture and design on the campuses of independent colleges and universities.

In addition, membership again reached a new record high, as it has for over 14 years, with a total of 494 institutional members, 45 affiliate members, and eight international members.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges

Strategic Planning Initiative

Following a year-long strategic planning process in 2001 to determine future directions for CIC, a final report, *Strategic Planning Initiative: Report to Membership*, was published in January 2002. The most important result of the initiative was identification of major challenges now facing independent colleges and universities and their leaders. Six of these appear to be of especially great interest, and will be increasingly prominent in shaping the substance of CIC's work:

To date, CIC has progressed on several fronts (listed here, and described in more detail elsewhere in this report):

Financing high quality education

- Conducted the first post-Presidents Institute workshop on capital campaigns in January 2002 entitled "Comprehensive Campaigns: The Science and Art," which attracted 76 presidents—considerably more than had been anticipated.
- Created the Panel of Presidential Consultants, which in its first few months focused primarily on helping presidents with questions about financial management.
- Secured a planning grant from the Andrew W. Mellon Foundation to help build CIC's new data collection and analysis capacity.

Making the case for independent colleges and universities

- Organized meetings with reporters and editors from the *New York Times* in March with 19 CIC member presidents and the *Chronicle of Higher Education* in June 2002 with six CIC Board members.
- Added a "Making the Case" section to CIC's newsletter, the *Independent*, and on the website to provide presidents with information, written pieces, website links, and ideas for writings.
- Secured funding from the James S. Kemper Foundation to conduct a symposium with business leaders in order to develop a shared understanding of the connection between the liberal arts and business.

Presidents and trustees

- Included sessions at the Presidents Institute relating to president-board relations.

Faculty, institutional mission, and leadership

- Provided leadership development opportunities through Department and Division Chair Workshops, and co-sponsored two seminars tailored for CIC faculty members in history and causal and statistical reasoning.
- Secured a grant from the FIHE/UPS National Venture Fund, in collaboration with FIHE, to help institutions develop a campus-based capacity to assist faculty members in the effective uses of technology.

Changing student body

- Planned sessions for the 2003 Presidents Institute focused on changes in the student body, and invited student affairs officers to the November 2001 Institute for Chief Academic Officers.

Ensuring quality

- Consulted with Council for Higher Education Accreditation and other organizations, and advocated for greater use of the National Survey of Student Engagement.

Conferences and Other Events

This year's Presidents Institute, held January 4-7, 2002 in Fort Myers, Florida, focused on "Framing Conversations for the Future."

CIC's annual institutes offer senior campus leaders opportunities for professional development and personal renewal. CIC conferences and workshops provide development opportunities on selected, critical issues for other administrators and faculty professionals.

Presidents Institute

CIC's 2002 Presidents Institute, under the theme of "Framing Conversations for the Future," drew the largest-ever attendance of 285 presidents (representing nearly 60 percent of the Council's membership) and received the highest-ever level of support from sponsors. This year's new feature was a post-Institute workshop on "Comprehensive Campaigns: The Science and Art," co-sponsored by the Council for the Advancement and Support of Education (see box, right). Featuring both experienced presidents and development consultants as presenters, this workshop was highly praised.

In addition, 158 presidential spouses (also a record number) took part in special programming for those in that unique campus role. Spouses explored issues related to working with the board of trustees and trustees' spouses, as well as fundraising and career issues.

2002 Post-Presidents Institute Workshop Comprehensive Campaigns: The Science and Art

A first-ever, post-Institute workshop focusing on comprehensive fundraising campaigns attracted 100 participants and featured strong presenters. The workshop allowed for fast-paced coverage of the entire scope of a campaign.

One of the presenters, Russell Weigand, Campbell & Company, and chairman, American Association of Fund raising Counsel, described how campaigns might be affected by the September 11 terrorist attacks and subsequent war. "The events of September 11 and their aftermath are unlike anything that has happened before. The economy was already on the brink of recession. Giving, historically, has grown during recessions but at a slower rate of growth. Unemployment is increasing. And unlike other war-time economies, this type of warfare may not result in the economic stimulus of past conflicts." Giving will be affected in the short term, he said, "but the outpouring of support for relief efforts has come from donors making relatively small gifts...and will likely have little impact on total giving or on distribution of giving." Weigand predicted that foundation giving will return to former patterns next year, but that "corporate giving is perhaps the most vulnerable as profits are generally down."

Weigand offered recommendations to presidents undergoing or planning a comprehensive campaign:

- "Recognize what your donors and volunteers may be thinking about right now. Listen to what they are saying. But remember, these donors have often been with you for a long while. They will continue to support you.
- Do not stop your planning efforts. Develop and present your plans, and how they will meet important needs. Engage your board and key stakeholders in understanding and articulating these needs.
- If campaigns are postponed, use this time wisely to communicate your case, and develop further understanding and commitment to your future plans. Those who do nothing now will be far behind when we return to something resembling normality."

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Institute for Chief Academic Officers

Richard Light

The theme of the 29th annual Institute for Chief Academic Officers was "Educating Today's Students: Strategies for Success"; the meeting was held November 3-6, 2001 in Palm Springs, CA. More than 345 chief academic officers, student affairs officers, and deans' spouses attended, representing more than 200 institutions, and a day-long workshop for new CAOs served 39 participants. Chief student affairs officers were invited to the CAO Institute as they have been every fifth year.

Helping today's students develop strengths that can translate into success in college and beyond; educating students on campus with wider differences in prior academic preparation and motivation; successful programs for improved academic achievement, retention, service learning, learning communities, assessment, and diversity; and the latest research on student learning, advising, and collaboration between student and academic affairs were themes this year.

Working groups of CAOs addressed topics such as how to foster collaboration between academic affairs and student affairs, redefining faculty workload within fiscal constraints, the role of the liberal arts in today's world, and technology and human relationships, among others.

George Kuh

Key speakers during the conference included George D. Kuh, chancellors' professor at Indiana University and director of the National Survey of Student Engagement, and Richard J. Light, professor in the Graduate School of Education and Kennedy School of Government at Harvard University.

Department/Division Chairs Workshops

Nearly 250 department/division chairs representing 102 CIC member and nonmember colleges and universities participated this spring in a new series of regional workshops that explored the distinctive challenges of department leadership in small and mid-sized independent institutions. The theme of the workshops was "Strengthening Academic Leadership in Independent Colleges and Universities." During the interactive sessions, participants discussed issues such as recruiting and orienting new faculty, leading academic change, motivating and rewarding faculty performance, developing departmental goals in alignment with the institutional mission, the role of the department chair in faculty development, and working with administrators, among other topics.

The workshops were held in the San Francisco area, CA (April 12-13); Charlotte, NC (May 29-31); Cleveland, OH and St. Louis, MO (June 4-6); and Albany, NY (June 11-13).

Delivering the Customer Experience

The third annual workshop in collaboration with the Disney Institute offered a custom-designed program on service quality for senior-level institutional teams. "The Student Experience: Keeping the Promise" helped participants develop their own ways of promising students high quality education—a promise that communicates to students, parents, alumni, staff, and faculty members the values of the institution through every point of contact. The program served 19 faculty and administrators from five college teams, including The American College of Greece, Franklin University (OH), MidAmerica Nazarene University (KS), Ottawa University (KS), and Saint Edward's University (TX).

Conversation Between Foundation Officers and College and University Presidents

CIC's 14th annual meeting for presidents and foundation executives, held March 19, 2002 in New York City, explored the theme of "K-12 Institutions: The Liberal Arts College's Role and Responsibilities." Originally scheduled for September 19, the meeting was rescheduled because of the 9/11 terrorist acts in New York. Attendance included 104 presidents and 23 foundation officers, a record number. CIC board members Robert M. Frehse, executive director of The William Randolph Hearst Foundations, and Richard W. Kimball, president and CEO of The Teagle Foundation, cohosted the meeting. TIAA-CREF donated conference facilities in their New York headquarters for the meeting.

Sessions focused on teacher preparation and provoked thinking about approaches to teaching, as well as the need for more foundation-funded partnerships between colleges and K-12 schools, due to the desperate need for teachers over the next decade, the lack of certified teachers in the poorest neighborhoods, the "gaping holes" in the governance systems of K-12 schools, and lack of common planning in curriculum across school systems. Other topics included strategies for recruiting individuals into the teaching profession; teacher certification; national priorities and the core curriculum; the standards movement; alternative certification, especially in science and math; and intercultural awareness for both teachers and students.

Remarks by keynote speaker Daniel Fallon, Chair of the Education Division of the Carnegie Corporation of New York

—Conversation Between Foundation Officers and College and University Presidents, March 19, 2002, New York City

Fallon, who oversees the Carnegie Corporation's grantmaking efforts to improve educational achievement from preschool through the postsecondary level, delivered a highly praised address exploring the links between student achievement and the quality of the learning environment the teacher provides. He described an extraordinary research project that showed the tremendous impact that a first-grade teacher, "Miss A," had on her students. Her teaching skills and methods led to measurably significant increases in her students' IQ scores and produced "high-status adults" who had more education, better jobs, higher income, and lived in more expensive houses than their peers in two other first-grade classes in the same school. He noted that this ground-breaking study in 1978 was disregarded because it "ran against the prevailing orthodoxy of the time," but that several recent studies on student achievement confirm that individual achievement gains can be linked to specific teachers.

"If ever there was a paradigm shift in social science, we are seeing it now," Fallon said. "Today, because of value-added assessment studies, there is widespread consensus that the single most important factor in determining student performance is the quality of the teacher."

Fallon stressed that this "new paradigm also puts a spotlight squarely on teacher education programs." He called on the education community "to ensure that we are doing everything we can to teach teacher candidates how to gain confidence in the quality of their teaching, and how to develop their skills to continue to improve their teaching throughout their careers." The full text of Fallon's speech is available on CIC's website at *www.cic.edu/conferences_events/foundation/Miss%20A%20speech.pdf*.

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Competitive Grant Programs

CIC's competitive grant programs provide opportunities for institutional improvement, particularly by assisting selected institutions and more generally by sharing resulting ideas broadly with the membership.

Engaging Communities and Campuses

This three-year (January 2001 – June 2003) national grant program, administered by the Consortium for the Advancement of Private Higher Education (CAPHE), CIC's grantmaking unit, assists 13 colleges and their community partners in building their organizational capacities to address community issues while enhancing student learning. A second conference of grantees was held April 11-13, 2002, in Miami, Florida. Forty-eight participants, representing the colleges and their community partners, attended this conference.

The 13 campuses participating in the program include Augsburg College (MN), Bates College (ME), Calvin College (MI), Chatham College (PA), Emory & Henry College (VA), Loyola University (LA), Madonna University (MI), Mars Hill College (NC), Otterbein College (OH), St. Joseph's College of Maine (ME), St. Thomas University (FL), Tougaloo College (MS), and Wartburg College (IA).

Heuer Awards for Outstanding Achievement in Undergraduate Science Education

CIC in April 2002 selected four institutions to receive the Council's second annual Heuer Awards for Outstanding Achievement in Undergraduate Science Education. Bethel College (MN), Calvin College (MI), Drury University (MO), and John Carroll University (OH) were chosen out of 60 nominations for demonstrating noteworthy recent achievement in undergraduate science education.

The CIC/Heuer award program, funded by The Russell Pearce and Elizabeth Crimian Heuer Foundation, builds on the documented achievements of independent colleges and universities in undergraduate science education. Each institution received a $10,000 prize to be used for further enhancement of its science programs. Last year's winners were Benedictine College (KS) and Nebraska Wesleyan University.

The 2002 Heuer Awards for Outstanding Achievement in Undergraduate Science Education

Bethel College (MN) — Physics Department: Over the past decade, the department's program has concentrated on breaking down barriers that separate physics in a liberal arts context from support and cooperation by business and industry, on curricular reform and service for K-12 education, and on mentoring undergraduate research. Work in applied physics has proven to be a particularly innovative means to attract students to the field. The result has been an increase in the number of physics majors, more students involved in undergraduate research, established relationships with area industries, and recognition by national organizations including the American Physical Society. Additionally, the department has been active in outreach to area K-12 schools and has strongly supported the entire science education program at the college.

Calvin College (MI) — Elementary Science Education Program: A four-course science sequence prepares pre-service elementary education teachers in physical and earth sciences, life sciences, scientific inquiry, and science teaching methods. In the methods course, students tutor, assess the learning of elementary students, prepare science materials, and develop and teach science units. There is a particular focus on meeting the needs of schools with high minority enrollment. The college itself has made substantial investments in elementary science education by providing expanded laboratory and research space for the program and by providing funds to enhance the outreach program to local schools.

Drury University (MO) — Science Perspectives Program: An integrated three-course sequence is offered to non-science majors as part of the university's general education program. The courses--Mathematics and Inquiry, Science and Inquiry, and Undergraduate Research Experience--bring together the essential tools of scientific inquiry and require students to apply these tools to specific problems. Results are presented in a public forum. Substantial improvements in student performance on standardized assessment tests in science have been recognized by off-campus organizations as particularly significant. In addition, the program has documented that students who did not originally like science have emerged with understanding, self-confidence, and appreciation for science.

John Carroll University (OH) — Chemistry Department: Since 1990, the department has incorporated undergraduate research as the capstone experience for nearly every chemistry major. Student projects have been presented at regional and national meetings of several professional organizations. Graduating seniors have been awarded national scholarships and have had excellent success in graduate programs. As a reflection of the institutional commitment to service, the department has been active in support of science programs for area K-12 students and teachers by offering workshops and chemistry camps, and by providing lab space for an area high school damaged by fire. The department activities have been focused on the university's mission of educating students to serve others.

Implementing Urban Missions

The Implementing Urban Missions program, funded with a $1.5 million grant from the W. K. Kellogg Foundation, assisted small, private, urban institutions in fulfilling their urban missions. All grant activities concluded in January 2002 with the production of a special issue of *Metropolitan Universities* journal, devoted to the CIC grant program. The work of the eight participating institutions was profiled. The articles illustrate the diversity of strategies and range of activities being used to engage and support communities, and provide examples of how institutions can maximize resources in ways that will enable them to fulfill their urban missions. This was the first time a national higher education journal had been entirely devoted to the experiences of private colleges and universities in community engagement, and it provided CIC and its member institutions an important opportunity to contribute to the national dialogue on the subject. Copies of this publication were distributed to all CIC member presidents and other members of the higher education community who support independent institutions.

The eight CIC institutions that participated in the Implementing Urban Missions grant program are: Bloomfield College (NJ), Columbia College Chicago (IL), Holy Family College (PA), Johnson C. Smith University (NC), Lesley University (MA), Marygrove College (MI), Mount St. Mary's College (CA), and Ohio Dominican University (OH).

Teaching Scholar Partnerships Program

In partnership with the American Association of Community Colleges (AACC) and the Independent Colleges Office (ICO), CIC is assisting institutions to strengthen mathematics, science, and technology education in the nation's elementary and secondary classrooms. The Teaching Scholar Partnerships (TSP) project, funded by the National Science Foundation (NSF), places college math and science majors, known as Teaching Scholars, in K-12 classrooms to assist teachers with math and science teaching.

The project includes ten community colleges affiliated with AACC, ten CIC institutions, and eight institutions selected by the ICO in a unique partnership to improve student learning. The individual institutions were given substantial freedom in the design and operation of their projects in order to develop a collection of effective practices, to support improved student learning.

Program participants shared results of the first year of the project during a June conference held in Washington, DC, for Teaching Scholars, K-12 teachers, college faculty members, and representatives of NSF.

Ten participating institutions, which will receive grants of $30,000 each, were selected from 28 applications in May 2001: Carroll College (WI), Central Methodist College (MO), Drury University (MO), Millikin University (IL), North Central College (IL), Pfeiffer University (NC), Saint Edward's University (TX), Saint Joseph's College (IN), West Virginia Wesleyan College, and Widener University (PA). The program is made possible by a $500,000 grant from the National Science Foundation, through the American Association of Community Colleges.

Student participants in the Teaching Scholar Partnerships project indicated that their experience in the program has helped steer them to careers in teaching high school math and science. Stephanie Harmon, a chemistry major and graduating senior from Central Methodist College (MO), said her experience as a Teaching Scholar was "the most important thing she did in college," and said she is now "committed to teaching, probably at the high school level," as a result of her positive experience.

FACULTY DEVELOPMENT COLLABORATIVES IN TECHNOLOGY

CIC launched a project in March to assist faculty members at independent colleges and universities in making more effective use of digital tools in their teaching. The Faculty Development Collaboratives in Technology (FDTC) program, funded by FIHE/UPS National Venture Fund, enables independent institutions within a state, working collaboratively through that state's independent college foundation, to provide workshops, materials, and on-campus technical assistance for faculty members. Five states—Alabama, Arkansas, Missouri, New Jersey, and South Carolina—were selected to receive $20,000 grants (awarded to state foundations) to assist in their work.

HISTORIC BUILDINGS ON INDEPENDENT COLLEGE AND UNIVERSITY CAMPUSES

CIC received a $151,000 grant from the Getty Grant Program to support a survey of historic architecture and design on the campuses of independent colleges and universities. The survey will include about 700 institutions and will attempt to record, interpret, and evaluate an inventory of structures of architectural or historical interest on private college and university campuses. An advisory committee for the project includes John Strassburger, president of Ursinus College (PA); Russell V. Keune, architect and fellow of the American Institute of Architects; Thomas C. Celli, a principal of CelliFlynnBrennan Architects and Planners; Damie Stillman, professor of art history emeritus at the University of Delaware; Randy Mason, director of the graduate program in historic preservation at the University of Maryland at College Park; and Therese O'Malley, associate dean, Center for Advanced Study in the Visual Arts, National Gallery of Art.

LIBERAL ARTS AND THE CORPORATE COMMUNITY

CIC received a $61,500 grant from the James S. Kemper Foundation to support a symposium and publication on liberal arts colleges and the corporate community. The one-year grant will assist CIC in designing and implementing a full-day symposium focusing on how the leadership in both the corporate community and at independent higher education institutions can learn from each other and benefit from a better understanding of the relevance of the liberal arts to business.

MERLOT

CIC has joined with the Foundation for Independent Higher Education, the National Association of Independent Colleges and Universities, and the National Association of Independent College and University State Executives to participate in the development of an online education resource library. The Multimedia Educational Resource for Learning and Online Teaching (MERLOT) is a free, open-source collection of more than 8,000 web-based learning materials designed for faculty and

students in higher education. It features a continually growing collection of online learning materials, peer reviews, and links to a range of other materials to help faculty enhance instruction.

Presidential Leadership Services

CIC last fall launched several new presidential leadership initiatives supported by the Henry Luce Foundation ($200,000) and the H.J. Heinz Company Foundation ($25,000), including:

- *Presidential Forums*—Small groups of presidents who meet several times each year to discuss professional concerns. More than 200 CIC member presidents indicated an interest in participating in a forum. Three have begun, involving a total of 35 presidents (19 have attended at least one meeting) and convening in Atlanta, Columbus, and New York. Two of the forums have met twice; all intend to gather approximately four times each year. Four additional forums will begin in fall 2002.
- *Panel of Presidential Consultants*—Roster of recently retired college and university presidents offering expertise and advice to presidents. Focusing on issues of crisis management, financial management, and board relations, this program was launched at CIC's Presidents Institute in January 2002. Since then, there have been five requests from presidents for phone consultations; four of these also resulted in an on-campus visit by a member of the panel.
- *Travel Grants*—Travel subsidies to presidents and other institutional leaders of historically black colleges and universities, very small colleges, and other institutions with special circumstances to enable participation in CIC events.

Transformation of the College Library

CIC conducted a prototype workshop for chief academic officers, library directors, and information technology directors in September 2002, as part of an initiative to strengthen the contribution of libraries to teaching and learning. Funded by a $75,000 planning grant from the William and Flora Hewlett Foundation, $10,000 from the Council on Library and Information Resources, and $10,500 from the Andrew W. Mellon Foundation, the initiative will assist libraries in addressing implications of technological developments, cost issues, renovation and construction of library space, fostering active learning through the library, and governance. Advisory Committee members include Michael Bell, provost, Elmhurst College (IL); Larry Hardesty, library director, Austin College (TX); Patricia Matthews I.H.M., vice president for academic affairs, Marywood University (PA); Susan Perry, senior advisor, Andrew W. Mellon Foundation and program officer, Council on Library and Information Resources.

Sixty-five participants from 17 CIC member institutions attended the workshop, including library directors, deans, faculty members, provosts, academic affairs vice presidents, and information technology directors from Barton College (NC), Bluffton College (OH), Colby-Sawyer College (NH), Dillard University (LA), Drury University (MO), Elmhurst College (IL), Elms College (MA), Gwynedd-Mercy College (PA), Huston-Tillotson College (TX), Lees-McRae College (NC), Lincoln Memorial University (TN), Loyola College in Maryland/College of Notre Dame of Maryland, Marywood University (PA), Mercer University (GA), Saint Martin's College (WA), Wartburg College (IA), and West Virginia Wesleyan College.

Technical Assistance to Funders and Other Organizations

FIHE: Evaluation of National Venture Fund

As part of its technical assistance to corporations and foundations, CIC's Consortium for the Advancement of Private Higher Education (CAPHE) unit conducted an evaluation of the first two years of the Foundation for Independent Higher Education's (FIHE) UPS-endowed National Venture Fund grant program. FIHE's program was established to inspire and fund creative solutions to the needs of independent college and universities, and to encourage participation in such efforts from foundations, corporations, government agencies, individuals, and other nonprofit organizations, including the state independent college funds. CAPHE staff presented "Making the Case Through Evaluation" at FIHE's annual meeting in April. The session provided assistance in the design and implementation of project evaluations, particularly for UPS Venture Fund proposals. Staff members continue to serve on the Venture Fund Committee and are developing new program evaluation studies of current FIHE/UPS grants.

UAW-Ford: Prior Learning Assessment

This program, a part of the UAW-Ford University, enables institutions to recognize and reward out-of-class learning and thus increase opportunities for workers to participate in college degree programs. CIC and three other national associations are coordinating this pilot effort. Students from UAW-Ford are attending two pilot institutions, Madonna University (MI) and Lourdes College (OH).

Teagle Foundation: Study of Collaborative Ventures Program

CAPHE completed a study of the Teagle Foundation's Collaborative Ventures Program. The analysis involved studying more than 32 grants through a combination of document analysis, telephone interviews, regional meetings, and site visits. The study describes the key factors that contribute to, as well as detract from, the creation and maintenance of successful interinstitutional collaborations. Two white papers on effective principles and practices for college and seminary leaders were published and the findings were presented at three national conferences: the 2002 CIC Presidents Institute, the 2002 National Association of Independent Colleges and Universities annual meeting, and the 2002 Association of Theological Schools in the United States and Canada Biennial Meeting. CAPHE received a $430,000 grant from the Teagle Foundation, Inc. to conduct the study. The research study team included Mary-Linda Merriam Armacost, consultant; James Coriden, Washington Theological Union; and Sharon Miller, Auburn Theological Seminary.

Anonymous Donor: Davies-Jackson Scholarship

CAPHE continues to administer this scholarship program for graduates of private colleges and universities. Recipients receive a full, two-year scholarship at St. John's College, Cambridge, England.

Additional Programs and Initiatives

Several additional ongoing or special CIC programs also serve our members.

Tuition Exchange Program

The CIC Tuition Exchange Program (TEP) consists of a network of member colleges and universities willing to accept—tuition free—students from families of full-time employees of other CIC institutions. This popular program continues to grow. This year, TEP had a record 328 participating institutional members; 1,013 students benefited from the program.

Cooperative Initiatives

Increasingly, cooperative efforts with other organizations bring additional services to private colleges and universities. CIC is involved in a number of cooperative initiatives, as a result of a "Protocol of Collaboration" signed in 2000 by the boards of CIC, the National Association of Independent Colleges and Universities (NAICU), and the Foundation for Independent Higher Education (FIHE). The Protocol is a formal agreement to work together more closely on joint projects and programs benefiting private colleges and universities.

CIC continues to support the Teacher Education Accreditation Council (TEAC), now in its fourth year of operation. TEAC's Washington office is located in CIC's office. The Council for Higher Education Accreditation (CHEA) this year approved TEAC as a "recognized" accreditor. Formal U.S. Department of Education "recognition" is scheduled for consideration in the near future.

COMMUNICATIONS

CIC's communications activities share information about CIC as well as ideas emerging from single and joint campus efforts, and they promote—and assist institutions to promote—the visibility and values of member institutions.

NEWSLETTER

CIC's newsletter, the *Independent*, publishes articles and columns of interest to institutional leaders. Three issues were distributed this year, as well as online versions of each edition. A new feature, "Making the Case," was added this year to provide a resource for private college and university presidents and public relations officers to help them make the case for their institutions as well as independent higher education as a whole. In addition, the "Campus Update" section has been expanded and has generated positive feedback from member institutions. The *Independent Online*, created in spring 2001, continues to increase readership: it is e-mailed to all CIC member presidents, CAOs, and public affairs directors, who then forward it to others on campus.

REDESIGN OF CIC'S WEBSITE

CIC completed the redesign of its website, (*www.cic.edu*, established in 1997) to take advantage of new web technologies, incorporate CIC's new graphic identity, and add features such as a more user-friendly navigation system, a search function, a "Making the Case" section, and a "Presidents Only" site.

LISTSERVS

Following up on many requests to archive the president and CAO listservs, CIC created and implemented an archive of both listservs and developed a link to those listservs via a members-only section of the new website.

COMMUNICATIONS RESOURCES

Four issues of "Communications Resources," designed to help presidents and PR officers communicate their institution's story, were produced and distributed in 2001-02. The periodic mailing contains practical, relevant material and tools—talking points, data, how-to pieces, backgrounders, and letters to the editor and op-ed pieces from member presidents that "make the case" for independent higher education.

MEDIA RELATIONS

Beyond fielding media requests from a host of national and regional newspapers, CIC arranged meetings with reporters and editors at various publications. A meeting with 19 CIC member presidents and education correspondents, editors, and the president of *The New York Times* was held in New York in March to discuss issues of concern to presidents of private liberal arts colleges and universities and to hear about the higher education trends the *Times* staff are interested in learning and writing about.

CIC member attendees included Charles Beirne SJ, LeMoyne College (NY); Dorothy Blaney, Cedar Crest College (PA); David Caputo, Pace University (NY);

Richard Cook, Allegheny College (PA); Bryant Cureton, Elmhurst College (IA); Richard Detweiler, Hartwick College (NY); Thomas Flynn, Millikin University (IL); Ernest Mills, Saint Joseph's College (NY); William Frame, Augsburg College (MN); Katherine Henderson, Point Park College (PA); Arthur F. Kirk, Jr., Saint Leo University (FL); Leo Lambert, Elon University (NC); Larry Large, Oglethorpe University (GA); Scott Miller, Wesley College (DE); Frederick Moore, Buena Vista University (IA); Mary Pat Seurkamp, College of Notre Dame of Maryland; Barbara Sirvis, Southern Vermont College; John Strassburger, Ursinus College (PA); and Dorothy Yancy, Johnson C. Smith University (NC). As a follow-up to that meeting, CIC staff are working with the *Times* on a comprehensive partnership proposal.

Another meeting with five reporters and editors from *The Chronicle of Higher Education* and six member presidents was organized in June to explore issues of interest to *Chronicle* reporters and offer suggestions for stories about campus activities.

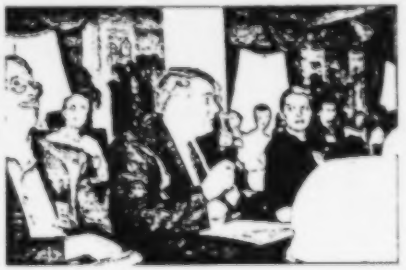
CIC also wrote a number of letters to the editors of *USA Today*, *The New York Times*, *The Washington Times*, *The Christian Science Monitor*, *The Baltimore Sun*, and *The Chronicle of Higher Education*, on topics such as the Lumina Foundation report on college access, and in response to articles that either omitted important information or misled the public on issues related to private higher education.

Partnerships

CIC continues to advance visibility for independent higher education through its partnerships with the "Professors of the Year" program, sponsored by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education; and to press for increased federal aid for students with the Student Aid Alliance.

Public Relations

CIC cosponsored a workshop for campus public relations staff to help institutions promote faculty members' achievements and organized a networking dinner for public affairs/communications directors from 30 CIC member institutions in conjunction with the workshop. The workshop preceded a media relations conference held in June 2002 in Philadelphia, PA.



CIC Cosponsors Media Relations Conference

Campus public relations officers question media panelists about what the media want from campus experts during a June 2002 workshop in Philadelphia, PA, cosponsored by CIC on "Reaching Media with Faculty Story Ideas."

CIC Awardees 2001-2002

Allen P. Splete Award for Outstanding Service

During the Presidents Institute awards banquet, **Patricia L. Willis**, president, BellSouth Foundation, was honored with the Allen P. Splete Award for Outstanding Service.

Awards for Philanthropy

CIC presented the 2002 Awards for Philanthropy to **John T. and Constance Lane Vucurevich**, and **The Bush Foundation**. Mrs. Vucurevich (pictured) accepted the award on behalf of her husband and herself; John Archabal, senior program officer and director of the Leadership Fellows Program, accepted on behalf of the Bush Foundation.

Academic Leadership Award

George D. Kuh, chancellor's professor and director, National Survey of Student Engagement, Center for Postsecondary Research and Planning, Indiana University, won the Academic Leadership Award given annually to a nationally recognized educator for academic leadership and assisting chief academic officers in their work.

Chief Academic Officer Award

Patricia A. Matthews, I.H.M., vice president for academic affairs, Marywood University (PA), was selected by the nation's chief academic officers for the annual Chief Academic Officers Award. Matthews' peers selected her for her exemplary contributions to academic leadership.

Recognition for Consecutive Support

JENZABAR

Jenzabar received an award during the 2002 Presidents Institute for providing ten consecutive years of support for the annual meeting.

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Resource Development

CIC's fundraising efforts generate three types of revenue—restricted program grants for projects, restricted operating grants earmarked for particular programs (e.g., conference sponsorships), and unrestricted grants for general operating support. CIC received financial support between July 1, 2001 and June 30, 2002 from these donors and sponsors:

Alcoa Foundation
American Association of Community Colleges
American Association of State Colleges & Universities
ARAMARK Corporation
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E.M. Wickwire Associates, L.L.C.
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The Henry Luce Foundation
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RPA, Inc.
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SCT
ServiceMaster Management Services Company
Sodexho Campus Services
Stamats
Strategic College Research
The Charitable Resources Group (TCR)
The Teagle Foundation Incorporated
TIAA-CREF
The William Randolph Hearst Foundations

Financial Statement

Statement of Unrestricted Funds 7/1/01-7/1/02

	General Operations	Project Totals	Total Unrestricted
Revenues			
Membership Dues	$ 1,441,734		$ 1,441,734
Program Participant Fees	649,778		649,778
Gifts and Grants			
Unrestricted Grants	464,650		464,650
Program Grants	403,880	$ 1,216,414	1,620,294
Consulting Fees		38,980	38,980
Interest and Miscellaneous Income	-3,198	1,456	-1,742
Total Revenues	**$ 2,956,844**	**$ 1,256,850**	**$ 4,213,694**
Expenses			
Salaries and Benefits	$ 1,269,496	$ 202,556	$ 1,472,052
Programs and Meetings	552,843		552,843
Grants to Colleges		518,948	518,948
Other Costs	803,708	535,346	1,339,054
Total Expenses	**$ 2,626,047**	**$ 1,256,850**	**$ 3,882,897**
		Change in Net Assets:	**$ 330,797**
		Net Assets at 7/1/01:	$ 1,591,312
		Net Assets at 7/1/02:	$ 1,922,109

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President, Millikin University

Vice Chair for Resource Development
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President
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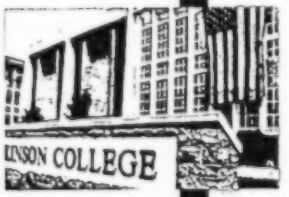

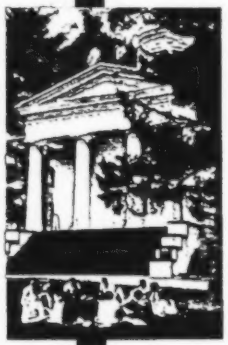

Task Forces (June 2002)

2002 Presidents Institute

Programs Committee of CIC Board of Directors

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Larry Shinn
President, Berea College

Henry Tisdale
President, Claflin University

Peggy Ryan Williams
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President, Tri-State University

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President, Lees-McRae College

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Randolph-Macon Woman's College

Carol Detweiler
Hartwick College

Ann Wagner Marden
Manchester College

Mila H. Meier
Elmira College

Maryjane Mitchell
Washington and Jefferson College

Susan Moore
Buena Vista University

Lorna Sawatsky
Messiah College

Task Forces (cont'd)

2001 Institute for Chief Academic Officers

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Manchester College

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Academic Vice President
University of Puget Sound

Mary Ann Gawelek
Vice President for Academic Affairs
Seton Hill University

Neil J. George
Vice President for Academic Affairs
Webster University

John Kampen
Vice President and Dean of Academic Affairs
Bluffton College

Christopher W. Kimball
Vice President for Academic Affairs and Dean of the College
Augsburg College

Vicki Vernon Lott
Provost and Vice President for Academic Affairs
Lane College

Eduardo S. Paderon
Vice President for Academic Affairs
Georgian Court College

CAO Spouses Task Force

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University of Charleston

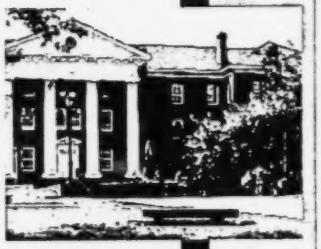
Jackie Bauer
Wisconsin Lutheran College

Dorothy Julian
Lindsey Wilson College

Susan Kneten
Nebraska Wesleyan University

Elsie Sheriff
Bethel College (KS)

Charlotte M. Sours
Ferrum College



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Doreen Boyce
President, The Buhl Foundation

Ronald Calgaard
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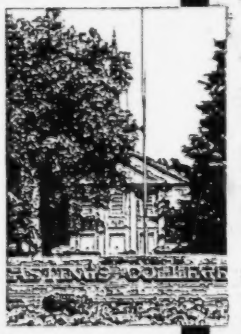
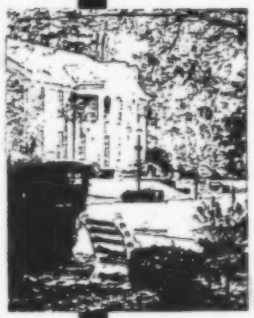
Sally Davis
Chief Executive Officer, Big Brothers/Big Sisters
Indianapolis, IN





Task Forces (cont'd)

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Educational Consultant, Fusco Associates

David Haslam
Experience Manager, BellSouth Corporation

Thomas Hellie
Executive Director, The James S. Kemper Foundation

Ilene Mack
Senior Program Officer, The William Randolph Hearst Foundations

Colette Mahoney
Consultant, Educational Consulting Associates, Ltd.

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President, Quality Education for Minorities Network

Jamie Merisotis
President, The Institute for Higher Education Policy

Judy J. Mohraz
President and CEO, The Virginia G. Piper Charitable Trust

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Director, Wang Center for International Programs, Pacific Lutheran University

Patrick Terenzini
Professor, Center for the Study of Higher Education, Pennsylvania State University

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Senior Fellow, Association of American Colleges and Universities

Robert Rogers Korstad
Assistant Professor, Department of Public Policy Studies and History, Sanford Institute of Public Policy, Duke University

Mark N. Langseth
Executive Director, Minnesota Campus Compact

John Ott
Founder and Partner, Partners in Innovation

Edward Zlotkowski
Professor of English, Bentley College

College and University Members of CIC (June 2002)

In 2001-2002, for the 14th consecutive year CIC's college and university membership attained a new record high. At year's end, CIC had 493 institutional members. Twenty-one institutions joined CIC during the year. In addition, 45 state, regional, and national organizations are CIC Affiliate Members, and eight are international members.

Alabama
Birmingham-Southern College
Huntingdon College
Miles College
Oakwood College
Spring Hill College
Stillman College

Alaska
Alaska Pacific University

Arizona
Grand Canyon University
Prescott College

Arkansas
John Brown University
Lyon College
Ouachita Baptist University
Philander Smith College
University of the Ozarks

California
Azusa Pacific University
California Baptist University
California Lutheran University
Chapman University
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names College
Mount St. Mary's College
Notre Dame de Namur University
Pitzer College
Point Loma Nazarene University
Scripps College
Simpson College
Westmont College
Whittier College

Colorado
Colorado Christian University
Regis University

Connecticut
Albertus Magnus College
Mitchell College
Sacred Heart University
University of Bridgeport

Delaware
Wesley College
Wilmington College

Florida
Barry University
Bethune-Cookman College
Clearwater Christian College
Eckerd College
Flagler College
Florida Memorial College
Jacksonville University
Palm Beach Atlantic University
Rollins College
Saint Leo University
Southeastern College
St. Thomas University
Warner Southern College

Georgia
Berry College
Brenau University
LaGrange College
Mercer University
Morehouse College
Oglethorpe University
Paine College
Piedmont College
Shorter College
Spelman College
Wesleyan College

Hawaii
Chaminade University of Honolulu

Idaho
Albertson College of Idaho

Illinois
Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Judson College
Kendall College
Lewis University
MacMurray College
McKendree College
Millikin University
Monmouth College
National-Louis University
North Central College
Olivet Nazarene University
Principia College

College and University Members of CIC (cont'd)

Quincy University
Rockford College
Saint Xavier University
Trinity Christian College
University of St. Francis

Indiana

Anderson University
Bethel College
Calumet College of St. Joseph
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Huntington College
Manchester College
Marian College
Saint Joseph's College
Saint Mary-of-the-Woods College
Saint Mary's College
Taylor University
Tri-State University
University of Indianapolis
University of Saint Francis
Wabash College

Iowa

Briar Cliff University
Buena Vista University
Central College
Clarke College
Dordt College
Graceland University
Grand View College
Iowa Wesleyan College
Loras College
Luther College
Marycrest International University
Morningside College
Mount Mercy College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Wartburg College

Kansas

Baker University
Benedictine College
Bethany College
Bethel College
Friends University
McPherson College
MidAmerica Nazarene University
Newman University
Ottawa University
Saint Mary College
Southwestern College
Sterling College
Tabor College

Kentucky

Alice Lloyd College
Bellarmine University
Berea College
Brescia University
Campbellsville University
Cumberland College
Georgetown College
Kentucky Wesleyan College
Lindsey Wilson College
Midway College
Pikeville College
Spalding University
Thomas More College
Union College

Louisiana

Dillard University

Maine

Saint Joseph's College of Maine
Unity College
University of New England

Maryland

College of Notre Dame of Maryland
Columbia Union College
Loyola College in Maryland
McDaniel College
Mount St. Mary's College & Seminary
Villa Julie College

Massachusetts

Anna Maria College
Assumption College
Curry College
Elms College
Emmanuel College
Endicott College
Gordon College
Hampshire College
Lesley University
Merrimack College
Mount Holyoke College
Nichols College
Regis College
Springfield College
Stonehill College
Western New England College

Michigan

Adrian College
Calvin College
Cornerstone University
Hillsdale College
Madonna University
Marygrove College
Olivet College
Siena Heights University
Spring Arbor University

Minnesota

Augsburg College
Bethel College
College of Saint Benedict

College and University Members of CIC (cont'd)

College of St. Catherine
College of St. Scholastica
Concordia College
Northwestern College
Saint John's University

Missouri
Avila University
Central Methodist College
College of the Ozarks
Columbia College
Culver-Stockton College
Drury University
Fontbonne University
Kansas City Art Institute
Lindenwood University
Maryville University of Saint Louis
Missouri Baptist University
Missouri Valley College
Park University
Rockhurst University
Stephens College
Webster University
Westminster College
William Jewell College
William Woods University

Mississippi
Millsaps College
Rust College
Tougaloo College

Montana
Carroll College
Rocky Mountain College
University of Great Falls

Nebraska
Bellevue University
College of Saint Mary
Dana College
Doane College
Hastings College
Midland Lutheran College
Nebraska Wesleyan University

Nevada
Sierra Nevada College

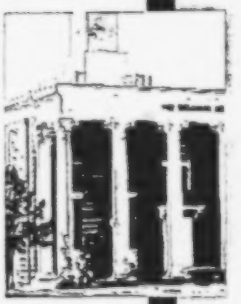
New Hampshire
Colby-Sawyer College
Franklin Pierce College
New England College
Notre Dame College
Rivier College
Saint Anselm College

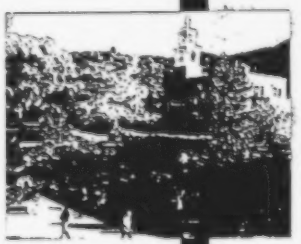
New Jersey
Bloomfield College
Caldwell College
Centenary College
College of Saint Elizabeth
Felician College
Georgian Court College
Saint Peter's College

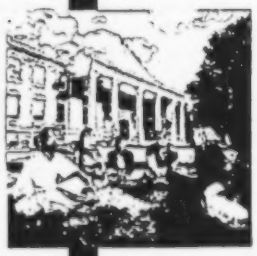
New Mexico
College of Santa Fe
College of the Southwest
St. John's College

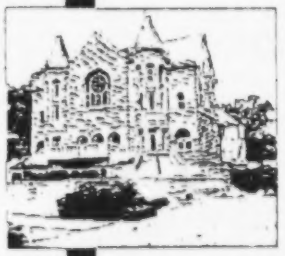
New York
Cazenovia College
College of Mount Saint Vincent
College of Saint Rose
Concordia College
D'Youville College
Dominican College
Elmira College
Hartwick College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Marymount College of Fordham University
Marymount Manhattan College
Medaille College
Molloy College
Mount Saint Mary College
Nazareth College
Nyack College
Pace University
Roberts Wesleyan College
Sage Colleges
Saint Joseph's College
Siena College
St. Bonaventure University
St. John Fisher College
St. Lawrence University
St. Thomas Aquinas College
Utica College
Wells College

North Carolina
Barton College
Belmont Abbey College
Brevard College
Catawba College
Chowan College
Elon University
Gardner-Webb University
Greensboro College
Johnson C. Smith University
Lees-McRae College
Lenoir-Rhyne College
Livingstone College
Mars Hill College
Meredith College
Montreat College
North Carolina Wesleyan College
Pfeiffer University
Queens University of Charlotte
Saint Augustine's College
Salem College
Warren Wilson College









College and University Members of CIC (cont'd)

North Dakota
University of Mary

Ohio
Antioch College
Ashland University
Bluffton College
Capital University
Cedarville University
College of Mount St. Joseph
Defiance College
Franciscan University of Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Lake Erie College
Lourdes College
Malone College
Marietta College
Mount Union College
Mount Vernon Nazarene University
Muskingum College
Notre Dame College
Oberlin College
Ohio Dominican University
Ohio Northern University
Otterbein College
University of Findlay
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College

Oklahoma
Oklahoma City University
Oklahoma Wesleyan University
Oral Roberts University

Oregon
George Fox University
Linfield College
Pacific University
Willamette University

Pennsylvania
Albright College
Allegheny College
Alvernia College
Arcadia University
Cabrini College
Carlow College
Cedar Crest College
Chatham College
Chestnut Hill College
College Misericordia
DeSales University
Dickinson College
Duquesne University
Eastern University
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Gettysburg College
Grove City College
Gwynedd-Mercy College
Holy Family College
Immaculata University
Juniata College
Keystone College
King's College
La Roche College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst College
Messiah College
Moravian College
Mount Aloysius College
Neumann College
Philadelphia University
Point Park College
Robert Morris University
Rosemont College
Saint Francis University
Saint Joseph's University
Saint Vincent College
Seton Hill University
Susquehanna University
Thiel College
University of Scranton
Ursinus College
Washington and Jefferson College
Waynesburg College
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

Rhode Island
Roger Williams University

South Carolina
Benedict College
Charleston Southern University
Claflin University
Columbia College
Converse College
Erskine College
Limestone College
Morris College
Newberry College
Presbyterian College
Wofford College

South Dakota
Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

College and University Members of CIC (cont'd)

Tennessee
Bethel College
Carson-Newman College
Christian Brothers University
Crichton College
Cumberland University
Fisk University
King College
Lambuth University
Lane College
Lee University
LeMoyne-Owen College
Lincoln Memorial University
Maryville College
Milligan College
Trevecca Nazarene University
Tusculum College
Union University

Texas
Austin College
East Texas Baptist University
Huston-Tillotson College
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Schreiner University
Southwestern University
St. Edward's University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of St. Thomas
University of the Incarnate Word
Wiley College

Utah
Westminster College

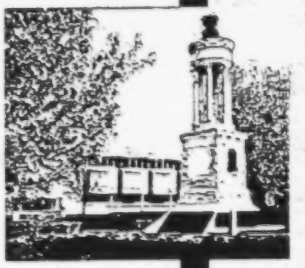
Vermont
Bennington College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Saint Michael's College
Southern Vermont College

Virginia
Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hampden-Sydney College
Hollins University
Lynchburg College
Marymount University
Randolph-Macon College
Randolph-Macon Woman's College
Roanoke College
Saint Paul's College
Shenandoah University
Sweet Briar College
Virginia Intermont College
Virginia Union University
Virginia Wesleyan College

Washington
Heritage College
Pacific Lutheran University
Saint Martin's College
Seattle Pacific University
University of Puget Sound
Whitworth College

West Virginia
Alderson-Broaddus College
Bethany College
Davis & Elkins College
Salem International University
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

Wisconsin
Alverno College
Cardinal Stritch University
Carroll College
Concordia University Wisconsin
Edgewood College
Lakeland College
Marian College
Mount Mary College
Mount Senario College
Northland College
Silver Lake College
St. Norbert College
Viterbo University
Wisconsin Lutheran College



International Members
American College of Greece
American University of Paris
Australian Catholic University
Franklin College of Switzerland
John Cabot University, Italy
Richmond, The American International University in London
Universidad Interamericana de Costa Rica
Universidad Jose Cecilio del Valle, Honduras

Affiliate Members of CIC (June 2002)

AHA International, OR
American Council of Learned Societies, NY
American Historical Association, DC
Appalachian College Association, KY
Arkansas' Independent Colleges & Universities
Associated Colleges of Illinois
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Independent Colleges & Universities in New Jersey
Association of Independent Colleges & Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges & Universities, KY
Christian College Consortium, NH
Church of the Nazarene, MO
College Art Association, NY
Council for Advancement & Support of Education, DC
Council for Christian Colleges & Universities, DC
Council for Higher Education/United Church of Christ, OH
Council of American Overseas Research Centers, DC
EDUCAUSE, CO
Evangelical Lutheran Church in America, IL
Federation of Independent Illinois Colleges & Universities
Folger Shakespeare Library, DC
Foundation for Independent Higher Education, DC
Georgia Foundation for Independent Colleges, Inc.
Gilder Lehrman Institute of American History, NY
Independent Colleges of Indiana, Inc.
Iowa Association of Independent Colleges and Universities
Kansas Independent Colleges Association
LeaderShape, Inc., IL
Lutheran Educational Conference of North America, SD
Minnesota Private College Council
National Association of Independent Colleges and Universities, DC
National Humanities Alliance, DC
North Carolina Independent Colleges and Universities
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
Pittsburgh Council on Higher Education
Society for Values in Higher Education, OR
South Carolina Independent Colleges & Universities
Tennessee Independent Colleges and Universities Association
United Methodist Church/General Board of Higher Education & Ministry, TN
Wisconsin Association of Independent Colleges & Universities
Woodrow Wilson National Fellowship Foundation, NJ

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Senior Advisor, Libraries Project	Scott Bennett
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Senior Advisor, Historic Architecture Project	Barbara Christen
Senior Advisor and Director, Tuition Exchange Program	Edward J. Clark
Senior Counsel	Marylouise Fennell, RSM
Senior Fellow	Thomas Flynn
Senior Advisor, Libraries Project	Rita Gulstad
Senior Advisor, Public Relations	R. Keith Moore
President Emeritus	Allen Splete
Senior Advisor, Travel Grants	Cordell Wynn

Individuals Who Also Served CIC During 2001-2002

Senior Fellow	David A. Harnett
Senior Advisor, Presidential Consultants	William Shields
Senior Advisor, Presidential Consultants	Charles O. Warren

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37

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